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U.S. AIR FORCE

Warrant Officer Senior Staff Course



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Negotiation for the Total Force

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“Time to Negotiate”



Overview

- **Why Learn to Negotiate?**
- **Terms & Definitions**
- **Assessing the Environment**
- **Negotiation Styles Chart**
- **Barriers to Effective Negotiation**
- **Overcoming Barriers**



Why Learn to Negotiate?

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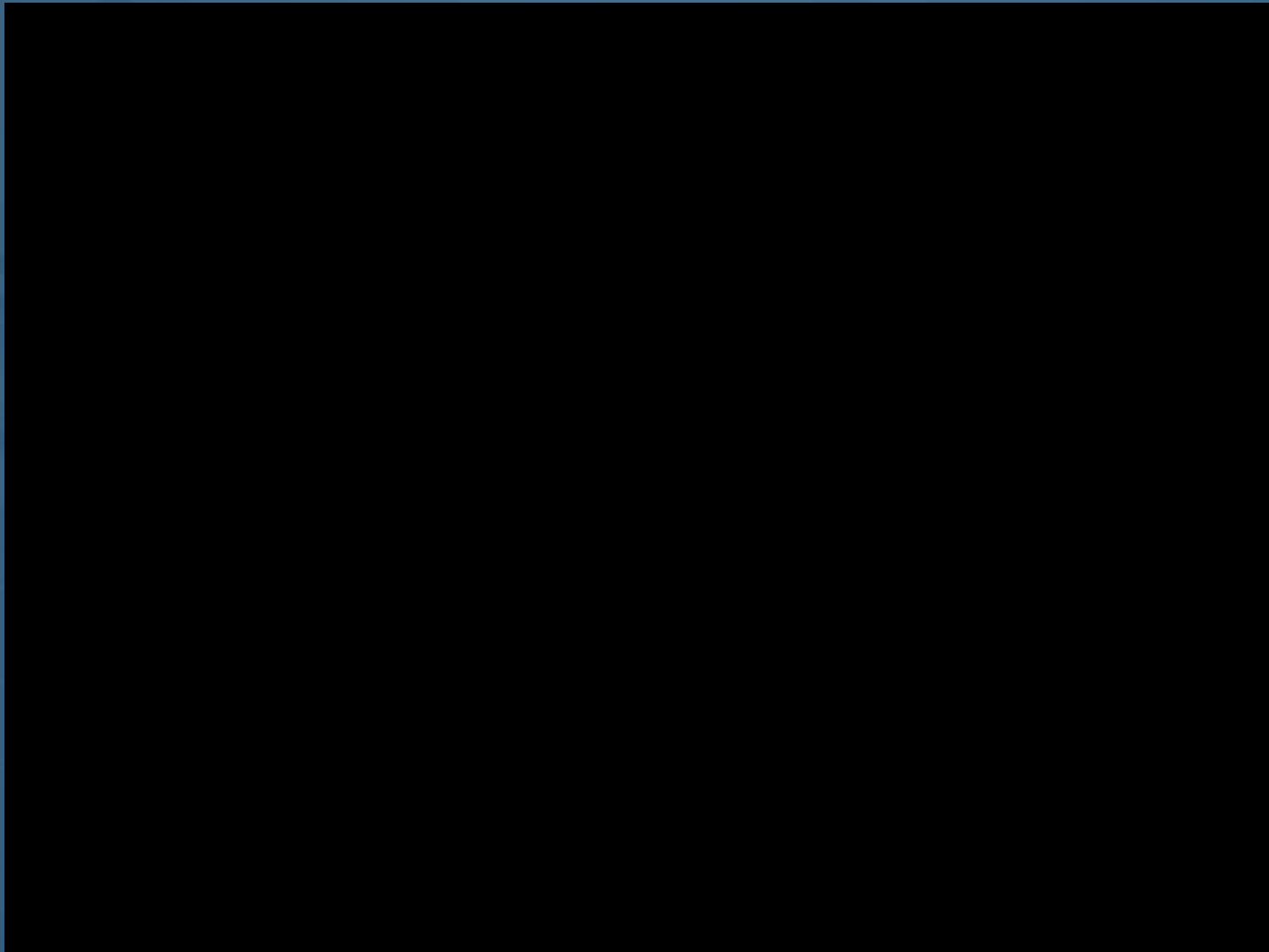
Why Learn to Negotiate?

- **Fills every part of our lives**
 - **Personal and professional**
 - **Who hasn't bought a car?**
 - **In the news**
- **Our bad habits**
 - **We began life using the insist strategy**
 - **We have to get outside our comfort zone**
 - **Not intuitive -- must be learned**



Why Learn to Negotiate

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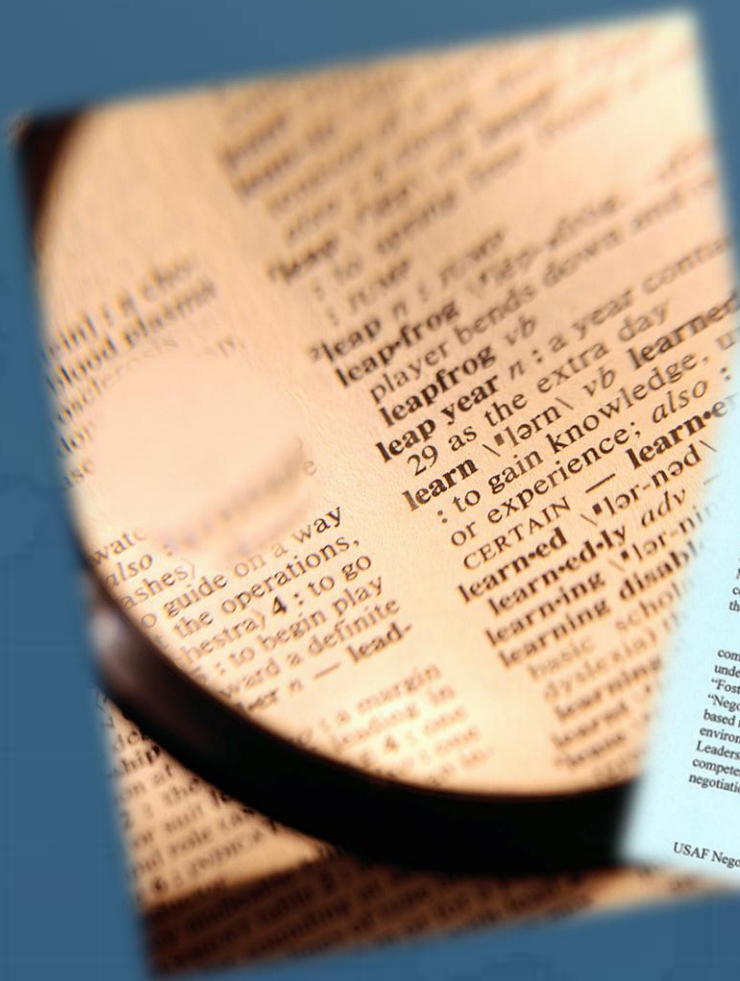


The Influence Game

- Find your arm wrestling partner...
- Pair up again!
 - #1: Think of something you would never do or buy
 - #1: Tell #2
 - #2: Convince #1 (2 minutes)
- Review:
- Did you talk or listen?
- The period versus the question mark?



Negotiation Terms



Practical Guide to Negotiating in the Military

"Let us never negotiate out of fear. But, let us never fear to negotiate."
John F Kennedy



"In today's DOD environment, your span of authority is often less than your span of responsibility. In short, you are charged with mission success while working with people you have no direct authority over."

Dr Stefan Eisen

Introduction | 23

Military leaders do not operate in isolation. Because of our professional duties and our social natures, we constantly interact with others in many contexts. Often the interaction's purpose is to solve a problem; getting two or more people (or groups of people) to decide on a course of action to accomplish a goal. Virtually every problem-solving process we attempt involves some aspect of negotiations. Practically speaking, Air Force personnel engage daily in negotiations with co-workers, supervisors, subordinates, business partners, coalition warfighters, non-governmental organizations, etc. On-duty, you could be negotiating a scheduling issue between Operations and Maintenance or perhaps a Memorandum of Agreement between two agencies. Later, off-duty, it could be deciding on a Saturday who will 1) take the kids to soccer while 2) the other parent buys the groceries so 3) the entire family can meet for a sit-down dinner.

In the Air Force, senior leaders have identified negotiation skills as a critical core leadership competency. Air Force Doctrine Document 1-1 *Leadership and Force Development* (8 Nov 2011) under "People/Team Competencies" and the Air Force Policy Directive 36-26 (27 Aug 2008), under "Negotiating Collaborative Relationships" highlights the competency of "Influencing" and / or "Negotiating." Additionally, in today's complex environment, the need to work within more peer-based relationships, and the need to communicate across service, joint, interagency, and coalition environments, all point to the value of understanding and effectively applying negotiating skills. Leadership articles and books, whether addressing senior leader skills or broader leadership competencies that all Airmen should develop, are consistent in advocating for improved negotiations skills as a core leadership competency.

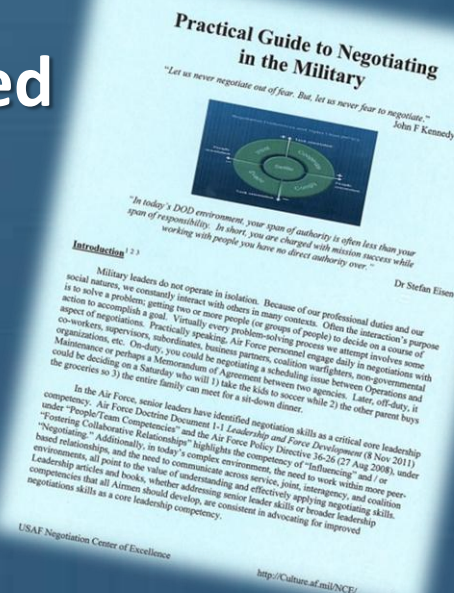
USAF Negotiation Center of Excellence

<http://Culture.af.mil/NCE/>



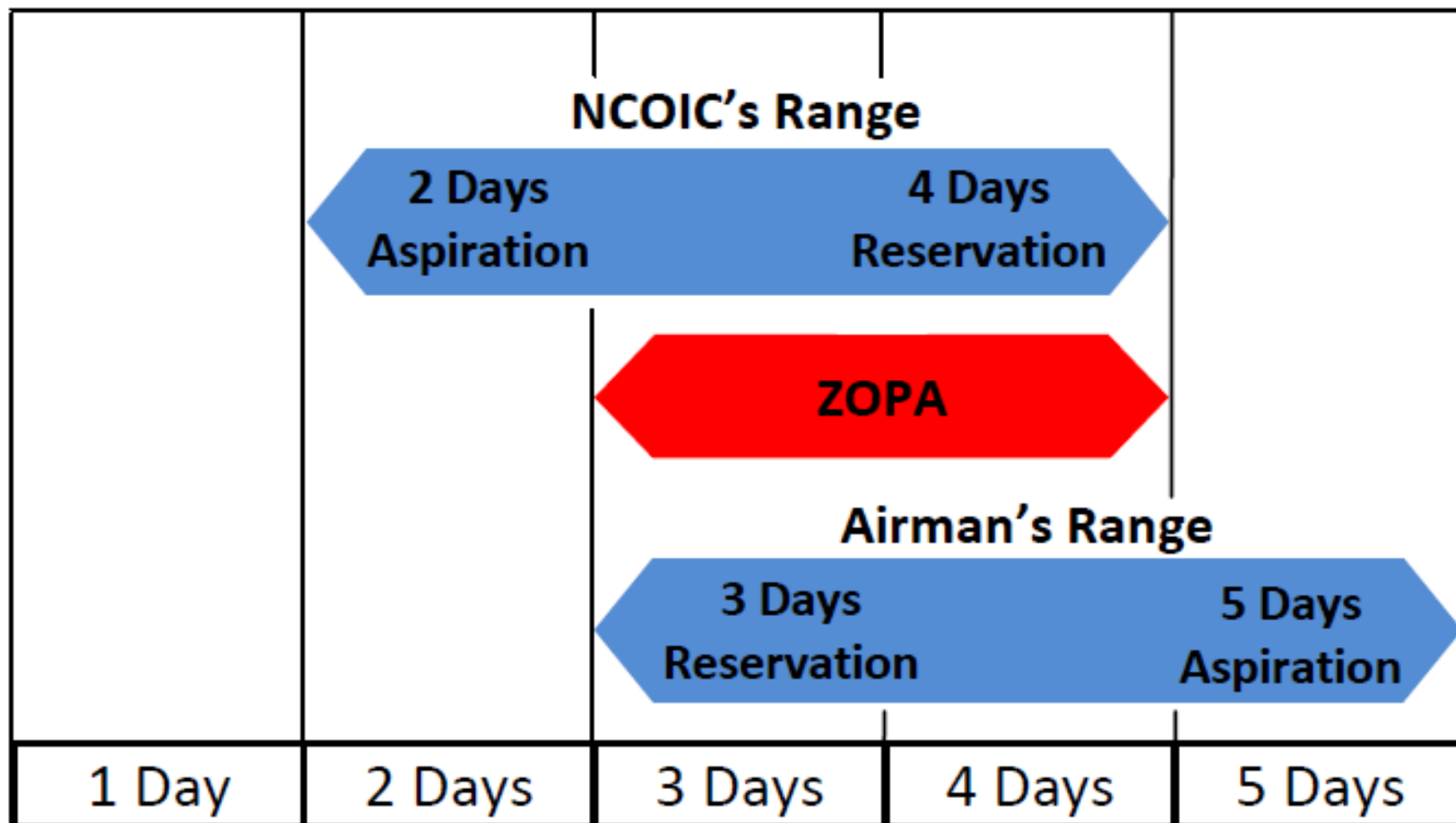
Negotiation Terms

- Anchoring - essentially sets a firm hook
- Aspiration Point - the best one hopes to get
- Reservation Point - the least favorable offer, option or bottom line you will accept
- BATNA - Best Alternative to a Negotiated Agreement
- ZOPA - Zone of Possible Agreement*





ZOPA





Negotiation Terms

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- Position – What you want
- Interest – Why you want something





Interests

- Three types of interests:
 - Psychological (How one feels)
 - Substantive (Price, salary)
 - Procedural/Process





Assessing the Environment

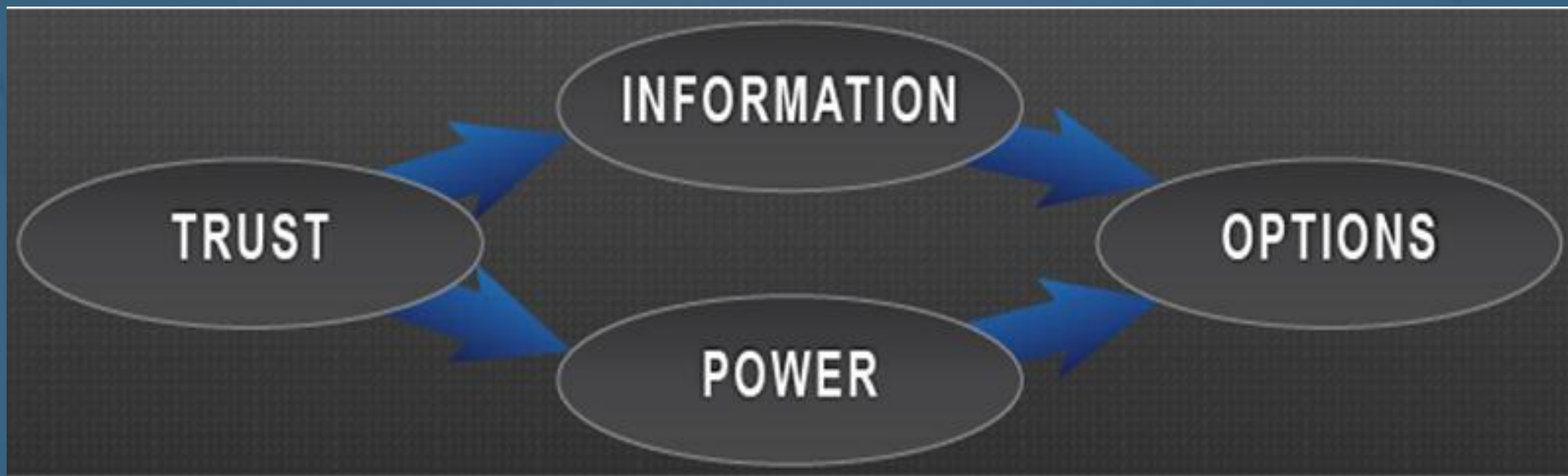
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The TIPO Model

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Trust

- Personal – between two people
- Process – established procedures, institutional, structural



TRUST



Information

- Truthful, complete, you trust it!
- Incomplete, incorrect, or intentionally deceitful – you don't trust it!
- You choose to validate or disregard
- Influences your strategy and will impact the amount of power you need to draw upon*



Power

- Legitimate – position/rank
- Expert – subject matter or process
- Coercive – perceived potential to harm or withhold reward
- Charismatic – respect or admiration
- Reward – the “carrot”*



Power

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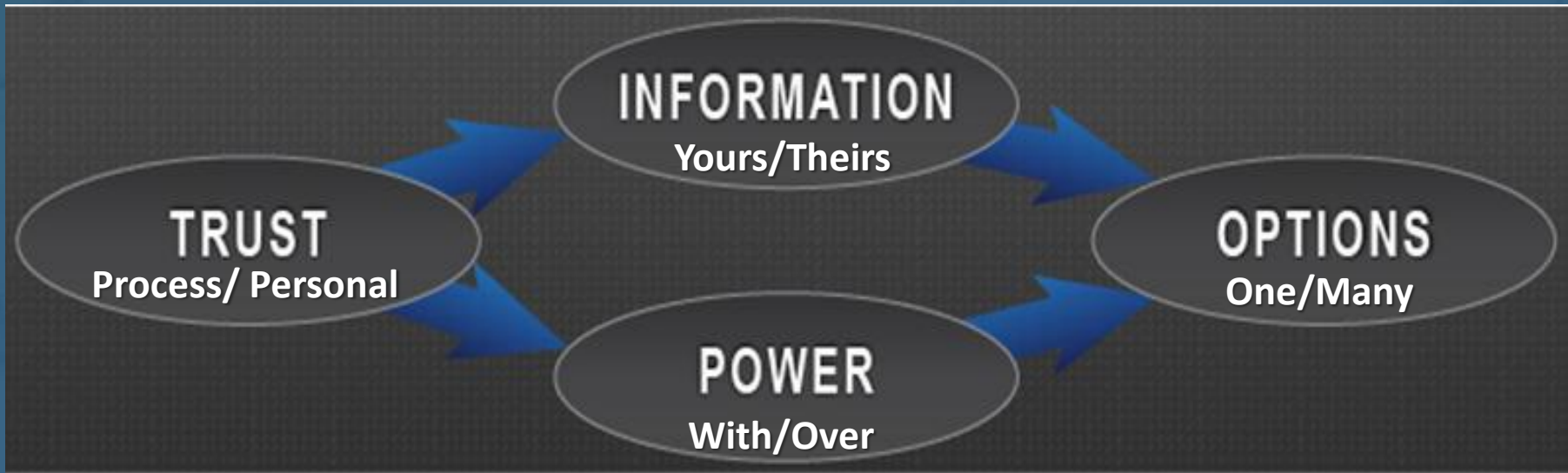
- Power over or power with?





Assessing the Environment

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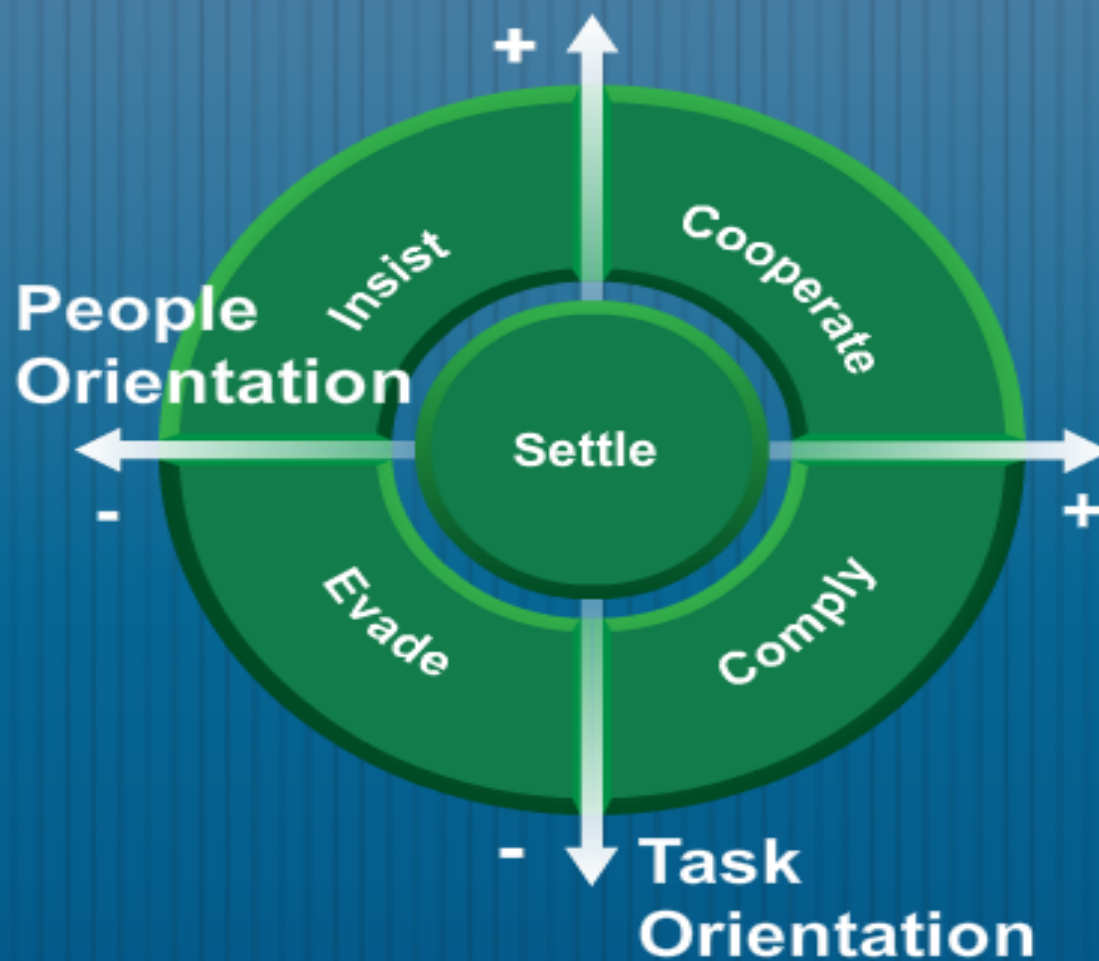
NCE's NPSC

Negotiation Preferences and Styles Chart (NPSC)





Task & Relationship





The Insist Strategy

- Contest of wills and the objective is to win
- When should you use it?
 - When the task is important/emergency!
 - No need to work on or worry about the relationship
- Why use it?
 - Trust could be low
 - Opposite has no valuable info
 - You have the power to impose a solution*
- Pros & Cons?





The Insist Strategy

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The Evade Strategy

- Passive and unassertive
- When should you use it?
 - The task/issue is not important, managing the relationship is also not important
- Why use it?
 - Trust may be low
 - You lack power and information
 - Status quo may be preferred*
- Pros & Cons?





The Comply Strategy

- Delegates the responsibility for conflict's resolution to the other party
- When should you use it?
 - When the task is not important
 - Preserve the relationship, expense of the task
- Why use it?
 - Trust is high; a desire to build trust
 - Typically your power is/could be low
- Pros & Cons?





The Settle Strategy

- Divide a limited amount of resources in the shortest amount of time
- When should you use it?
 - Moderate task importance, no real need to work on the relationship, don't want to hurt it
- Why use it?
 - Some trust, opposite is taking care of their needs, you are taking care of yours.
 - Some information, equal power*
- Pros & Cons?





The Cooperative Negotiation Strategy

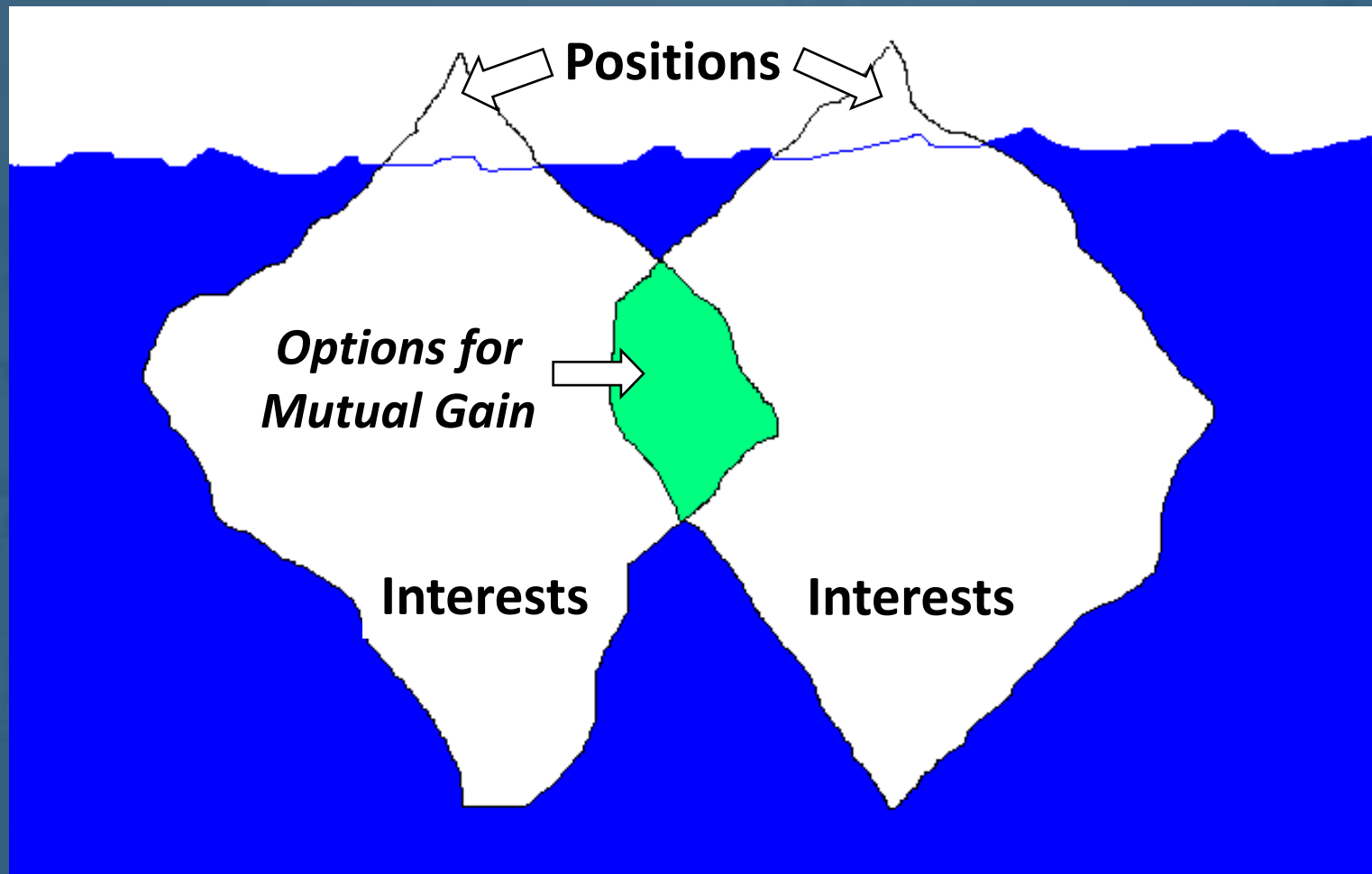
- An *interest*-based approach
- An exchange of information and ideas
- Mutually-beneficial solutions based on:
 - Importance of relationship and task!
 - A great deal of trust, or desire to build it!
 - Information sharing
 - Power sharing
 - Acknowledge positions but focusing on interests*
- Pro & Cons





The Cooperative Negotiation Strategy

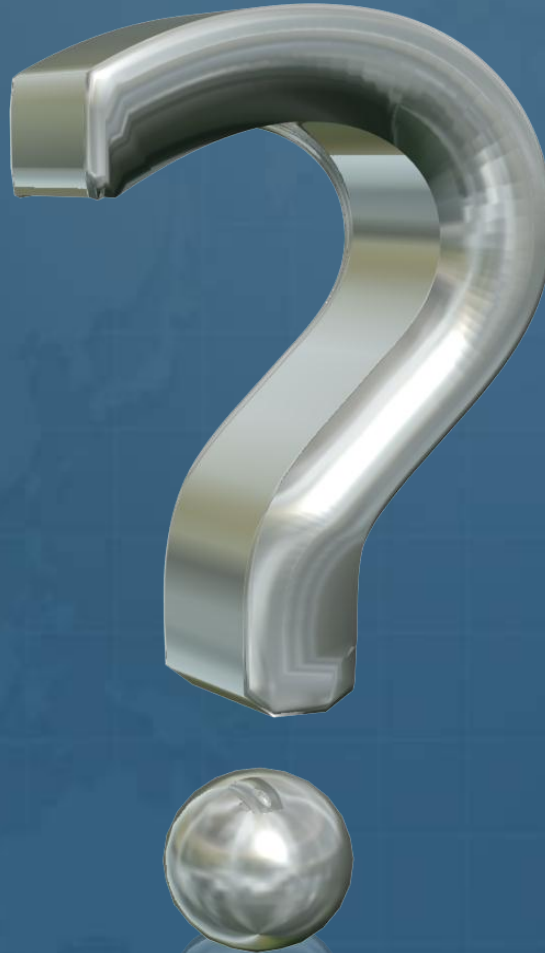
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Positions & Interests

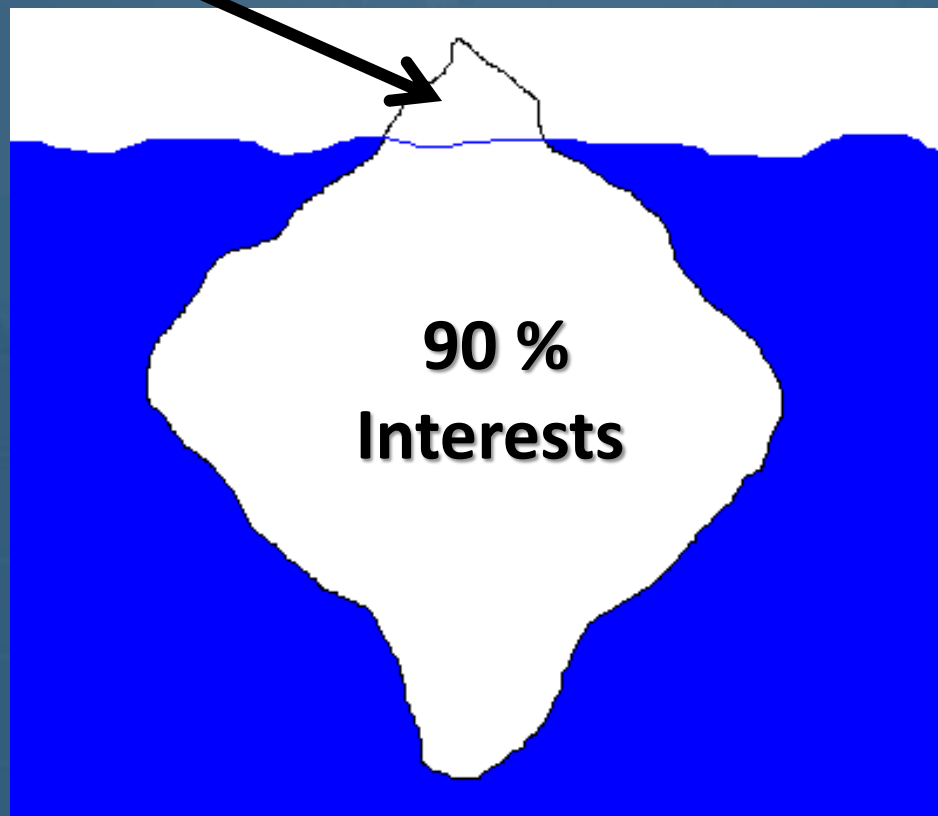
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Positions & Interests

10%
Positions





Positions & Interests

- **Positions: (Two volunteers?)**
 - **Subordinate: Wants to take leave**
 - **Supervisor: Wants everyone at work**
- **Possible Interests:**
 - **Subordinate: Is a single parent and babysitter is leaving town**
 - **Supervisor: Needs to have self-inspection checklists completed; subordinate has the most experience**
- **Friday night dinner example***



Positions & Interests

Positions?

- What you want
- Solutions to problems
- Specific
- Basis for argument
- End discussion*

Interests?

- Why you want something
- Underlying reasons
- Require explanation not justification*



Positions & Interests

- A good negotiator will:
 - Understand their own interests
 - Consider the other side's interests
 - Work on prioritizing interests

Drilling down to interests is CRITICAL!*



Positions & Interests

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How do we drill down to interests?



Active Asking

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- Use open-ended questions:
“What else can you tell me about...”
“How would you...”
- Why... (Be CAREFUL – can cause defensiveness)
- Question to clarify perceptions, assumptions
- Ask one question at a time*





Barriers to Effective Negotiation

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The “Offer” Game

Situation: \$100 in cash. Pair up again... 1 and 2

- **1 is “Dealmaker” makes offer --- 2 is “Ratifier” can ONLY accept or refuse**
- **If accepted, then the \$\$ are distributed**
- **If refused, ALL \$\$ disappear**

RULES!

- 1. No extra talking!**
- 2. “Dealmaker” simply makes an offer! \$0 to \$100**
- 3. “Ratifier” says yes or no! That’s it!**



The “Offer” Game

Review:

- Who got a deal done? Why?
- Who rejected the deal? Why?
- Did anyone split the money? Why?
- Do you think you are rational decision makers?
- What is fair? Culturally bound?*



Perceptions

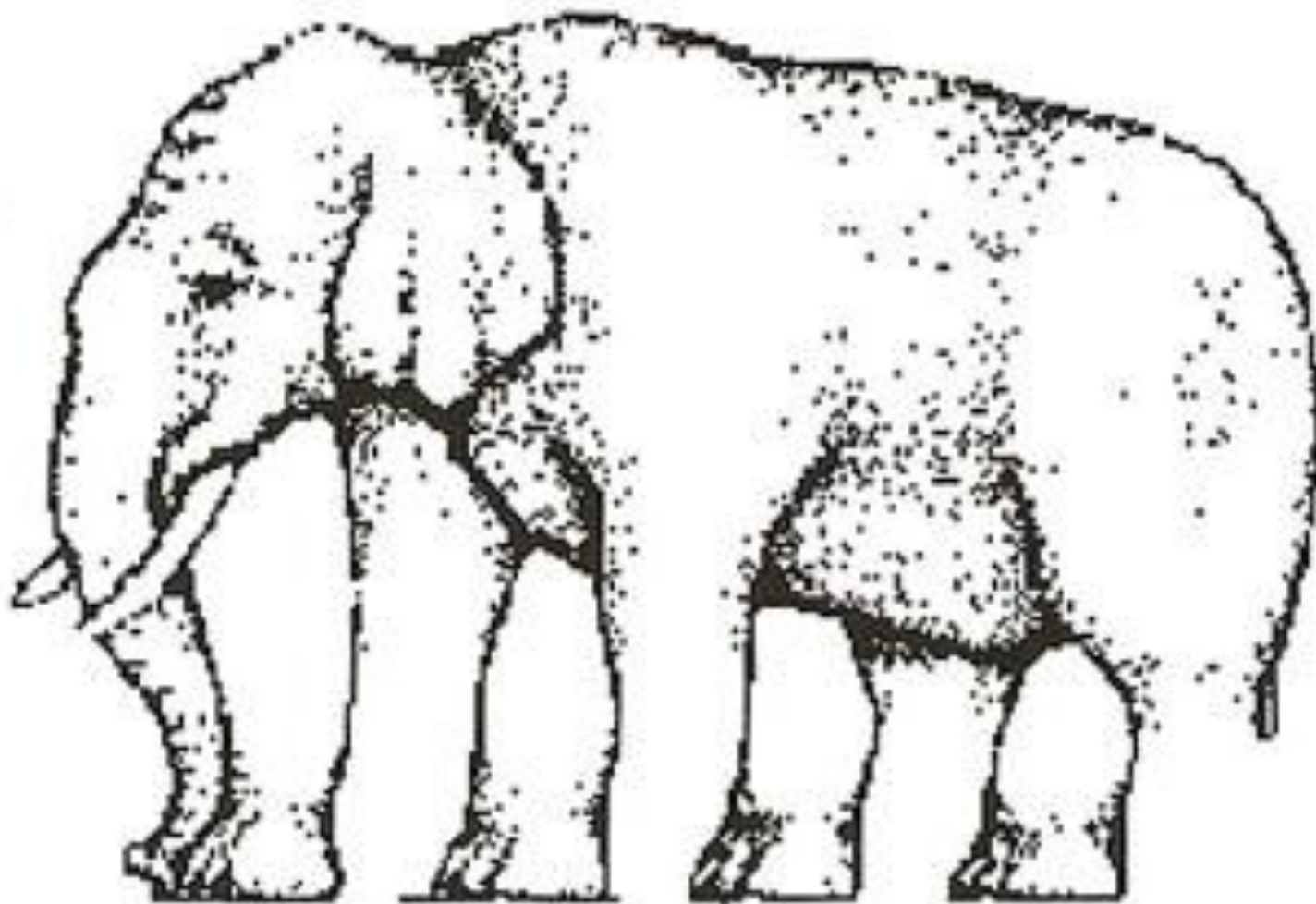
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Thin Slicing

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Thin Slicing

Aoccdrnig to a rscheearch at an Elingsh uinervtisy, it deosn't mttar in waht oredr the ltteers in a wrod are, the olny iprmoetnt tihng is taht frist and lsat ltteer is at the rghit pclae. The rset can be a toatl mses and you can sitll raed it wouthit porbelm. Tihs is bcuseae we do not raed ervey lteter by it slef but the wrod as a wlohe.



Influencers

- **Saying “yes” without thinking:**
 - **Reciprocity**
 - **Scarcity**
 - **Social Proof**
 - **Liking**
 - **Authority (People or Computers?)**
- **“Ample Parking Example”***



Personal Bias

- Age
- Ethnic Background
- Economic/Education Status
- Social Status/Specialty Codes
- Religious/Political
- (Flashing Speed Sign)*



Barriers to Effective Negotiation

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- U.S. Military Negotiating Preference = Insist
 - Reinforced by doctrine, training and evaluation
- Steeped in American competitive tradition
 - “OK” with risk
 - Good skill to have





Barriers to Effective Negotiation

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- Conversational narcissism
- Interrupting
- Pseudo-listening





Conversational Narcissism

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- Changing the subject in order to favor oneself
- Overusing the “shift response” and under-using the “support response”*





Conversational Narcissism

Example

- **SSG Jones:** I'm not so sure I'm going to be able to help deliver the supplies this week.
- **WO5 Smith:** Well... we don't have much choice. Leadership is breathing down my neck to get this stuff delivered on time. *(Shift response)*
- **SSG Jones:** I'm not so sure I'm going to be able to help deliver the supplies this week.
- **WO5 Smith:** What's going on? *(Support response; solicits information to increase understanding)*



Interrupting

- ***Competitive*** is aggressive and serves to dominate conversation
- ***Non-competitive*** usually stems from conversational excitement





Pseudo-listening

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- Pretending to listen while attempting to disguise inattention
- Frustrating for the speaker
- Types:
 - Placating
 - Rehearsing
 - Comparing/Filtering





Placating

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- Pretend to be engaged in the conversation
- An attempt to avoid showing disinterest





Rehearsing

- The listener is constantly preparing his/her next comment and therefore not providing full attention to the speaker





Comparing/Filtering

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- Comparing
 - Links all messages to oneself instead of trying to understand the speaker's point of view
- Filtering
 - Listening only for selective information or for something that directly relates to your interests*





Overcoming Barriers

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Effective Communication Skills

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- Be aware of *your* position and how others listen to you
- Active Listening
 - Accept responsibility for understanding
 - Paraphrase the message, summarize and clarify;
“If I heard you correctly...”*





Active Listening

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- **Active Listening:**
 - Focuses on what the other person is saying verbally/non-verbally
 - Don't challenge, interrupt or start to problem-solve...
 - Non-verbal communication
Eye contact & posture*





Active Listening

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- Listen to learn, not to answer!
- Listen to understand, not judge!
- Why is active listening difficult?*







Summary

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